



REPUBLIC OF SIERRA LEONE ARMED FORCES  
**POLICY ON MANNING TABLES**

By Command of the  
Defence Policy Committee

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## SECTION 1

### INTRODUCTION

1. For all multi-faceted organisations, effective management of its personnel to meet the manning demands of that organisation relies upon the development and maintenance of Manning Tables (otherwise referred to as the Establishment or the Liability). The Establishment defines the requirement for manpower (otherwise known as the Assets) to meet the demands of the organisation to enable it to undertake and complete the role of that organisation. In the case of the RSLAF, the Defence Missions and Tasks set by the GoSL defines the outputs required, which leads to the development of a manpower structure to meet these outputs. The RSLAF Establishment tables are maintained on the AFPC Database.
2. The RSLAF Establishment Policy provides a framework from which senior managers in the MoD and JFC, in consultation with all Unit Commanders, can effectively manage the manpower requirements of the organisation within a structured and controlled environment. In essence, it defines the art of balancing the Assets against the Liabilities.
3. As with any military institution, the RSLAF is a dynamic organisation which is required to remain flexible and adaptable to meet the constantly changing needs of the Country which it serves. For this reason, the Establishment Tables are subject to frequent change in order to meet the demands of the RSLAF.
4. This policy sets out guidance on the use of Manning Tables and the procedures required to update/amend these Tables in the light of emerging changes to the RSLAF Liability.

## SECTION 2

### ROLES AND RESPONSIBILITIES

5. In order to maintain effective control of the manpower requirements across the RSLAF, the following roles and responsibilities have been assigned to specific post holders/organisations:

- a. Defence Council. The Defence Council, on behalf of the Government of Sierra Leone, is vested with the sole responsibility of approving any increases/decreases to the approved RSLAF Establishment Tables.
- a. MoD – Defence Policy Committee (DPC). The DPC is responsible for ratifying all major changes to the RSLAF Establishment Tables approved by the RSLAF Establishment Policy Committee (EPC).
- b. MoD – ACDS Ops & Plans. ACDS Ops & Plans is responsible for the development and currency of the RSLAF Military Outputs within the overall Defence Missions and Tasks set by the GoSL. This is essential to define the RSLAF Liability.
- c. MoD – ACDS Pers & Trg/D Def Pers/AFPC. The D Def Pers, through ACDS Pers & Trg, together with his staff at the AFPC, is responsible for the maintenance of the RSLAF Establishment Tables. The D Def Pers is the secretary of the RSLAF Establishment Policy Committee (EPC).
- d. MoD – AFPC Manpower Planning Cell (MPC). The MPC is responsible for the day to day work on behalf of D Def Pers and CO AFPC for the maintenance of the RSLAF Establishment Tables.
- e. MoD – D Def Finance & Budgets (D Def Fin & Bud). The MoD DG is responsible to the Ministry of Finance for the overall financial control of the MoD. Delegated authority had been granted to the D Def Fin & Bud, who is responsible for financial oversight of the RSLAF Establishment.
- f. JFC – Chf Pers. Chf Pers JFC is responsible for co-ordinating requests for changes to the RSLAF Establishment Tables from all Unit Commanders for review by the RSLAF EPC. Chf Pers is also responsible for ensuring that all Units are manned in accordance with the extant RSLAF Establishment Tables.
- g. Unit Cdrs. Unit Cdrs are responsible for ensuring that their Unit Strength is maintained to the current RSLAF Establishment Tables. All requests for changes to the Unit Establishment are to be submitted by Unit Cdrs to Chf Pers JFC.

h. RSLAF EPC. The RSLAF EPC is responsible for approving all requests for changes to the Establishment Tables, ensuring that manning levels (Assets) do not exceed the authorised RSLAF Liability.

6. The RSLAF EPC will meet quarterly to review all requests to amend the RSLAF Establishment. The EPC members are as follows:

ACDS Ops & Plans	Joint Chairman
ACDS Pers & Trg	Joint Chairman
ACDS Sp & Log	Executive Member
DCOS JFC	Executive Member
D Def Fin & Bud (MoD)	Financial Member
Chf Pers JFC	Manning Member
CO AFPC	Manning Member
SO2 MPC	Manning Member
Unit Cdr	Spec Member (as required)
D Def Pers	Secretary
IMATT MoD J1 Adv	Advisor

The EPC is only authorised to review requests for changes to the RSLAF Establishment Tables that have been raised and duly authorised using the Establishment Amendment Form (EAF).



## SECTION 3

### DEFINITIONS

7. The following definitions apply to this Policy:
- a. RSLAF Establishment. The approved liability for manpower to enable the RSLAF to meet the GoSL agreed Defence Missions and Tasks.
  - b. RSLAF Establishment Tables. The authorised tables detailing the manning requirement for the RSLAF, based upon the agreed organisation, size and structure approved for the RSLAF.
  - c. AFPC Database. The database provides the central personnel records for all RSLAF personnel. Details of current and previous postings are maintained on the database, together with a shadow copy of the RSLAF Establishment Tables.
  - d. Assets. The RSLAF Assets are otherwise referred to as the current RSLAF manpower or strength.
  - e. Liabilities. The RSLAF Liability is defined as the requirement for manpower, otherwise referred to as the Establishment Tables (each LSN being a liability).
  - f. Line Serial Number (LSN). The LSN is the authorised entry for each post, describing the rank, post title, Arm and Trade/Spec. Manning can only be made against an authorised LSN.
  - g. Supernumerary. A supernumerary defines a post which has not been authorised on the Establishment Tables against which an individual is placed, normally for a temporary period. Manpower should not under normal circumstances be posted supernumerary unless there is no LSN for an individual to be posted against through lack of rank/trade.
  - h. Unit manning. Unit manning is the term to define the authorised manpower assigned to an individual Unit or Organisation (ie MoD, JPU, FISU).
  - i. Compensating reduction. A compensating reduction is otherwise known as an offset. For a post to be established where there is no headroom to increase the Establishment, a position has to be identified within the liability (ie a post entitled to be recruited to fill, was fully funded and authorised on the RSLAF Est Tables), but the requirement for the position to be filled has ceased.
  - j. Manpower Ceiling. The Manpower Ceiling is the authorised manpower level set by the GoSL through the Defence Council (DC)

and cannot be exceeded without prior financial and executive approval of the DC.

k. Head of Specialist Arm/Trade. The Head of Specialist Arm/Trade is the post holder responsible for the overall manning requirements of individual trade groups. The post holders detailed at Annex A are appointed head of their specialist trade.

## SECTION 4

### DEVELOPMENT OF 2010 RSLAF ESTABLISHMENT

8. The RSLAF post Civil War Establishment Tables were first re-created in 2002 in an attempt to provide more effective management and control of the RSLAF's manpower. The 2002 tables were developed to realize a manpower ceiling of 10517, which was achieved by 2006. During 2006, a Core Review of the RSLAF was initiated, and a number of work strands were identified, central to which was the aim of reducing the manpower ceiling for the RSLAF to 8500 personnel. Key to the delivery of this aspiration was the setting up of an "Organisation, Size and Structure Working Group", which was tasked with rightsizing the RSLAF to meet extant Defence Missions and Tasks.

9. Following detailed analysis of the roles and responsibilities of the RSLAF, together with the political and financial imperatives imposed upon the RSLAF by the GoSL, the 2010 Establishment was endorsed by the DC in Jul 08. A 3 Bde/9 Bn orbat was agreed, together with Specialist Units working, in the main, to the Commander Joint Force (CJF). The new Establishment saw the re-introduction of the RSLAF Agricultural Unit. With the MoD providing overall strategic direction and the responsibility of force delivery left to CJF, the 2010 Establishment was initially implemented in Sep 09. Detailed work remains with the MPC and Chf Pers JFC to fully right size the RSLAF manning to meet the new Establishment. This will take some time to achieve and will, in the interim, lead to an excessive number of supernumerary positions.

10. For the future, it must be emphasised that the RSLAF Establishment Tables are a dynamic reference document that reflects the current military requirement to meet the needs of the GOSL. These needs are constantly being reviewed and the amendment process is therefore an integral element of maintaining these Establishment Tables. The Establishment Variation Process outlined in SECTION 7 below is therefore critical in ensuring that manning is effectively assigned to meet the approved tasks. Work is ongoing to assess the RSLAF 2020 Vision, which will inform the development of a Defence White Paper on the RSLAF future missions and tasks. Key to this work is the reality of the RSLAF now fully engaged in supporting UN Peace Support Operations (PSO), with an aspiration to develop the Coy level commitment to a Bn commitment. The extant 2010 Establishment was developed before these additional commitments were taken on by the RSLAF and will need to be reflected in a revised RSLAF Establishment Table to ensure that the force is correctly configured to support this new requirement and has sufficient sustainability built in to meet enduring operational commitments outwith the RSLAF peacetime establishment.



## SECTION 5

### MANNING TABLES

11. The Manning Tables are the primary reference document to support the RSLAF Establishment process. Whilst all Formation and Unit Cdrs are issued with the tables that pertain to their areas of responsibility, authorised amendments can only be made by the MPC with the authority of the EPC. It is essential however, for all those involved in the Establishment process to have a full understanding of the Manning Tables. Detailed below are the main constituents that make up these tables.
12. Use of LSNs. Every post that forms the Establishment is allocated a LSN. The total number of LSNs on the Establishment equals the total RSLAF Established Strength. An LSN only becomes active and capable of being manned after it has been approved and funded. Each LSN will identify the post, rank (or rank range), Service arm (Infantry, Air, Maritime, Logistics etc), and trade/specialisation (where required).
13. Use of Supernumerary posts. As outlined in SECTION 3 para 7g, the use of supernumerary posts should only be used where it is impossible to allocate an individual against an authorised LSN, mainly for reasons where an individual does not have the appropriate rank or skill sets required for the post. The aim of the manning tables is to ensure that all LSNs are appropriately filled and that allocating an individual to a supernumerary post is only a short term solution. All supernumerary posts are to be reviewed on a monthly basis by the MPC and a summary presented to the quarterly meeting of the PEC.
14. Y and Z lists. The Y list is used to record all personnel detached from their primary duty on a course (external or internal) and those deployed on UN and other operational/ non-operational deployments for a period in excess of 1 month duration. The Z list is used to record those currently sick and absent from their normal workplace. Allocation of personnel to the Y and Z lists is authorised only by D Def Pers and the AFPC. The MPC is required to review all those on the Y and Z lists on a monthly basis and make recommendations to the PEC at their quarterly meetings.
15. Deployments v postings (inc use of deployed LSNs). The extant RSLAF Establishment reflects only a peacetime establishment. There are no LSNs allocated for deployed (operational/non-operational) personnel. Management of those personnel deployed from the RSLAF is managed by allocation of personnel to the Y list.
16. Dissemination of Establishment Tables to Units. Establishment Tables are to be held by every Formation and Unit Cdr for the areas under their responsibility.
17. Relationship between Establishment Tables and control of Unit Manning. Day to day control of manning across the RSLAF rests with D Def Pers and his staff in the MoD and AFPC. Chf Pers JFC is responsible for co-

ordinating requests for changes to manpower requirements and postings across the Force. Unit manning is authorised only against the published Establishment Tables. Cdrs are responsible for maintaining their own Unit manpower in line with the authorised Manning Tables.

18. Increases or amendments to Establishment Tables. The procedures for increases/decreases and amendments to the Establishment Tables are detailed in SECTION 7 below. The RSLAF is maintained within a manpower ceiling, authorised by the DC, and is required to maintain the Force levels within this manpower ceiling. All requests to increase the Force level above the currently agreed manpower ceiling are to be staffed through the DPC for approval by the GoSL through the DC. As at 1 Jan 10, the RSLAF manpower ceiling has been set at 8500.

## SECTION 6

### BUDGETARY RESPONSIBILITIES

19. Provision to fund the RSLAF establishment must be made through the annual Medium Term Expenditure Process (MTEF). An accurate forecast of the establishment, over the years covered by the MTEF, should be compiled, along with the pay and allowance levels by rank, and forwarded as part of the MOD's MTEF submission. D Def Pers and D Def Fin & Bud are responsible for ensuring that this process is completed.

20. Any change to the establishment carries with it a financial impact. Proposed changes to the establishment must therefore be approved by the D Def Fin & Bud as part of the EPC scrutiny. It is therefore essential that D Def Fin & Bud or his/her authorised representative, attends all EPC meetings.



## SECTION 7

### ESTABLISHMENT VARIATION PROCESS

21. Whenever a new position requirement is identified, the chain of command for the position must ensure that there is a funding line available and a liability offset. As liability is key to remaining within the manpower ceiling, the liability need not be like-for-like (ie remove a Cpl position to create a Maj position would be acceptable for liability as long as there is sufficient funding in budget to meet the difference in cost). Notwithstanding, it is essential to maintain command structures and D Def Pers is required to ensure that the arm/trade pyramid does not become skewed, eroding base ranks and making branches top heavy. The responsibility for managing these structures falls to D Def Pers – where loss to one arm/trade and gain to another is staffed through both Unit specialists.

22. To oversee the whole process a Establishment Policy Committee (EPC) has been set up to review all proposed manpower variations and only when they have approved the changes can the RSLAF Establishment Tables be varied. Where a change is straightforward (move a Cpl driver from JLU A Troop to B Troop within the same chain of command for example) the EPC would merely rubber stamp the change, but where there is any debate or dispute the EPC may be involved in arbitration (as an example, removal of positions at lower rank levels or increases at higher ranks because trade groups are unbalanced). However, the interests of the institution must take priority of the demands of individual branches.

23. Establishment changes are initiated by the raising of an Establishment Amendment Form (EAF) at Annex A. Where a single chain of command and budget is involved a single form is required, but where more than one chain of command or budget is involved separate EAF are required for each area. Detailed below is the process to be followed where a new position is required to be added to the Manning Tables by identifying a post no longer required as a liability offset:

a. New Position. The roles and responsibilities of the position that needed to be created are to be identified and an EAF is to be raised for this position providing sufficient information to enable the D Def Pers staffs to be tasked with filling the position. This should be raised in the first instance by the line manager of the position required and thereafter staffed through the appropriate chain of command to the EPC.

b. Offset Position. A position must be identified that exists in the RSLAF Establishment Tables (a current liability) (ie entitlement to recruit to fill, was fully funded and allocated a live LSN), but there was no requirement for the position to be filled. An EAF is to be raised to remove this position from liability. Again, the line management of the position to be removed is responsible for raising this EAF, and if different from the line manager of the new position, is to be done in consultation with the new position line manager.



c. Head of Specialist Arm/Trade Approval. EAFs are to be staffed through the Head of Specialist Arm/Trade concerned for specialist comment and justification that the post is required.

d. Financial Authority. The EAFs, along with any supporting evidence/justification for the change, details of the financial impact, and approval from the Arm/Trade Head is to be passed to the respective budget manager to ensure that funding is in place to affect the change.

e. EPC. The completed EAF and supporting documentation (agreements from line management, approvals from Arm/Trade Heads and authority from budget managers) is to be forwarded to the EPC for approval at their next quarterly meeting. If required, EPC decisions are to be forwarded to the DPC for ratification. The EPC is the all important part of this process as it retains the authority to affect any changes to establishment.

f. Establishment Action. All approvals of the EPC (and DPC where appropriate) are to be forwarded to the MPC to affect the change to the Establishment Table (eg issue LSN for new position and remove old position from liability). D Def Pers Career Management (CM) staffs are to be informed of decision so assignment action can be completed.

24. Whilst the normal practice in creating a new post (or Unit) is by finding a suitable offset, in cases where this has been deemed unachievable, an increase to the Establishment may be considered as the only alternative option. In such a case, formal application must be made through the DPC to the Defence Council for an increase to the current manpower ceiling of 8500 posts.

Annex:

- A. Heads of Specialist Trades in the RSLAF.
- B. Establishment Amendment Form (EAF).

**Heads of Specialist Trades in the RSLAF**

Arm of the RSLAF (a)	Trade (b)	Head of Arm/Trade (c)
Air Wing	Aircrew	COS JFC
	Engineer	
	Ground crew	
	Air Traffic Ctrl	
	Fireman	
EME	Armourer	Chief J4 JFC
	Fitter	
	Mechanic	
	Metalsmith	
	Recovery Mech	
	Veh Electrician	
	Veh Mechanic	
Religious Services	Chaplain	D Def Pers
	Imam	D Def Pers
Band	Bandsman	D Def Pers
		Chief J4 JFC
Engr	Storeman	
	Plumber	
	Foreman	
	Electrician	
	Welder	
	Engineer	
	Combat Engr	
	Mason	
	Surveyor	
	EOD	
	Plant Op	
Clerks	Clerk	CO AFPC
	Inspector	
	Computer Op	
Medical	Medic	D Def Med

Arm of the RSLAF (c)	Trade (d)	Head of Arm/Trade
Logistics	Driver	Chf J4 JFC
	Storeman	
	Accountant	
	Storeman (Tech)	
	Supply Operator	
	Tailor	
	Ammo Tech	
	POL	
	Driver Radio op	
Military Police	GPD	Provost Marshal
	SIB	
Physical Trg	PTI	DDTER
Education	Instructor	DDTER
Maritime	Deck	COS JFC
	Engineer	
	Log	
Int	Intelligence	D Def Int/Sy
Comms	Linesman	D Def CIS
	Radar Op	
	Radio Op	
	Radio Technician	
	Signaller	
	Tele Op	
	Telecom Tech	
	Driver	
	Driver Op	